

DIVERSITY MANAGEMENT COUNCIL

2007 ANNUAL REPORT

November 2007

Diversity Management Council **2007 Annual Report**

Overview

The NASA Glenn Research Center at Lewis Field (GRC) has a long and rich history in recognizing and elevating the importance of diversity. At GRC, diversity is recognized as “the uniqueness and similarities each individual brings to the fulfillment of the GRC mission.” Effective diversity management requires that the critical skills, energy, and talents of every individual be fully utilized to meet NASA Glenn's technical commitments. To do this successfully we need everyone to be involved and be heard. Glenn's history of turning daily challenges into advantages has aided the in GRC's development in space flight and aeronautics.

As our mission, environment, and technology change, we are brought together in the pursuit of common objectives. A diverse and inclusive workforce provides a strategic advantage for success and the ability to respond quickly to change. As an Agency, we value continuous learning, trust, and openness to innovation and new ideas. We are committed to respecting one another, conducting ourselves in an ethical manner, and performing to the best of our abilities. Mission success is the natural outcome of an uncompromising commitment to technical excellence, teamwork, and integrity. Our workforce is primed for mission success by using our diverse abilities, accomplishments, expertise, education, and culture.

The GRC Diversity Management Office (DMO) assists the Center by supporting the work environment and workforce by continuing to embrace creativity and differing perspectives. Throughout the year, the DMO oversees a number of initiatives that are designed to integrate diversity and include those principles into practice. Examples of these initiatives include the Diversity Dialogue Sessions, online training, and Diversity Leadership Guides. The Diversity Dialogue Sessions are used to open lines of communication at all levels of the organization. Online training enhances our understanding of the differences and similarities necessary to achieve our goals. And, the Diversity Leadership Guides help further dialogue on diversity-related topics between managers and staff.

Through these ongoing activities, employees develop a thorough knowledge of diversity and its importance in establishing excellence in the GRC workplace. For a complete history of GRC diversity, please visit the DMO Web site at <http://www.grc.nasa.gov/WWW/diversity/>.

Establishment of the Diversity Management Council

In the spring of 2006, Dr. Woodrow Whitlow, Jr., GRC Center Director, established the Diversity Management Council (DMC) to strengthen employee input and participation in the area of diversity. The DMC includes participation from all GRC directorate and staff offices, and provides an accurate signature of the diversity of the Center.

The Council is chaired by Vernon (Bill) Wessel, GRC Associate Director, and Deputy Chair, Robyn Gordon, Deputy Director of Center Operations. The Council's functional support and administrative coordination is lead by Renee Batts, the GRC Diversity Management Officer. Ken Kirkland supports the Council as facilitator. Dr. Darryl Tukufu, a nationally renowned Diversity Management Consultant, continues to assist in the Council's development. Members include: Anita Alexander, Joseph Connolly, Kelly DiFrancesco, Lancert Foster, Kaprice Harris, Luz Jeziorowski, Chi-Ming Lee, Shantaram Pai, Lori Pietravoia, David Sagerser, Mary Salvo, Vincent Satterwhite, Duane Schaft, Lizalyn Smith, Thomas Spicer, Robert Romero, and Vanessa Webbs. These members represent the diverse nature of the civil servants working at GRC and provide a connection to all occupational categories, directorates, interest groups, genders, and cultural/ethnic affiliations.

The DMC was established to serve the Center Director as a working advisory board to:

1. Provide input on the development and implementation of diversity management initiatives including:
 - Improving understanding of cultural characteristics and differences within the workforce
 - Performing organizational assessments
 - Serving as a change agent to improve the organization culture
 - Supporting leadership development in the area of diversity management
 - Supporting leadership in conflict prevention and resolution
2. Ensure diversity is considered in strategic management initiatives, and that strategic planning is aligned with diversity management objectives and supports initiatives aimed at promoting diversity.
3. Serve as a link between employees and management, and as a communication channel through which all employees will be able to express ideas as they relate to diversity issues.

Finally, the DMC developed a mission statement (Appendix A) and charter (Appendix B).

Diversity Management Council **Fiscal Year 2007 (FY07) Accomplishments**

The Council's accomplishments can be conveyed through the summary of its formal meetings. Following are brief discussions of these meetings:

February 12, 2007

Each subcommittee provided an update of meeting activities since the last DMC session. Bill Wessel had presented the Annual Report to Dr. Whitlow and it was well received.

In preparation for dialogue on cultural diversity based on the latest Diversity Leadership Guide, Vanessa Webbs provided a handout entitled, "Why Lead or Participate in Diversity Dialogue."

She also presented information on the use of dialogue as the first step in problem solving, definitions to contrast dialogue and discussion, as well as the linguistic origins of both. A full dialogue workshop can be found on the DMO Web site. Ken Kirkland facilitated the group in an active dialogue session.

Dr. Tukufu opened with a discussion of the responses to the DMC Discussion Questions (Appendix C). The Council members selected items of concern/interest from the responses to address through the Communications, Education, and Measurement subcommittees, as well as items to be addressed by the full Council.

Next Steps

Each subcommittee will meet one or more times prior to the next full Council meeting. The goal was to create more specific goals and objectives with timelines.

March 12, 2007

Each subcommittee had met one or more times since the February Council meeting. Dr. Darryl Tukufu provided structure, process, and guidance in decision making.

Next Steps

1. Bill Wessel will contact managers of organizations remiss in their Diversity Leadership Guide dialogue sessions.
2. The Communications Subcommittee will continue to take the lead in the “Road Show” and use that as a follow-on to Bill Wessel’s action.
3. In lieu of the late summer Diversity Leadership Guide requirement, all civil servant employees were required to take a minimum of one SkillSoft diversity management course. SkillSoft has a built-in mechanism to track all participant completions and issue a certificate. The bi-monthly Diversity Leadership Guide dialogue session was successfully used to implement this action.

May 16, 2007

In FY06, the Center reorganized in order to fully utilize all of its engineering capabilities in support of major Center space flight development efforts. Due to the efficiencies resulting from the reorganization, the Center was recognized in FY07 for the increased effectiveness of its diverse senior staff. The Cleveland Partnership Commission on Economic Inclusion presented Dr. Woodrow Whitlow, Jr. with the ***Best in Class*** award for a diverse professional senior staff and effective diversity strategies (Appendix D).

July 31 – August 1, 2007

The first day of the DMC focused on subcommittee reports. The Communications subcommittee reported on results from the DMC Road Show to the Integrated Enterprise Management Program

(IEMP) change agents, and then discussed plans to present the Road Show to the Center staff. The Education subcommittee led a discussion on a proposal to have the Center staff complete an online diversity course in lieu of the Diversity Leadership Guide. The Measurement subcommittee discussed a diversity element in Performance Plans.

On the second day of the meeting, the Council members discussed future activities for the Council including Center performance plans, diversity courses, and the Council transition plan. Members also discussed issues, concerns, and recommendations to dialogue with the Center Director.

October 29, 2007

The DMC met with Center Director Dr. Woodrow Whitlow, Jr. to summarize their activities and present the Road Show for his recommendations and approval. The presentation was well received and no changes were recommended. Dr. Whitlow addressed the members telling them to be aggressive in their support of GRC diversity and to be bold when making recommendations regarding diversity management.

November 13-14, 2007

On the first day, subcommittee members provided a summary of their activities for the past three months. The group then reviewed the Road Show rollout and new information regarding the scheduling of Road Shows throughout the Center. The Education subcommittee announced it would coordinate future dates and meeting times. After the Road Show discussion, members established goals and objectives for Fiscal Year (FY) 2008.

On the second day, DMC members planned activities for FY08 and discussed the dialogue data compiled from FY06 and FY07.

Next Steps:

- Metrics/Measurements -- Review the Equal Employment Opportunity (EEO), Human Resources (HR), and Education metrics from FY05 and determine the need for collecting new data as a result of the reorganization, the new governance structure, and the Center's emphasis on Space Exploration. These organizations have developed new metrics and no longer present those metrics at Center management meetings.
- Communications -- Determine which directorates/organizations should be scheduled for the Road Show and when presentations can be made in their individual staff meetings.
- Education -- Develop an events committee; conduct a benchmark study of other NASA centers' diversity activities and comparable diversity programs in the public sector; establish a diversity certificate program.

We have much work before us, and look forward to doing our part in making GRC a "Center of Excellence" within NASA.

Summaries of the Measurement, Communication, and Education subcommittees' annual activities comprise the remainder of this report.

Measurement/Metrics Subcommittee

Activity Report

Measurement/Metrics Subcommittee

Members: Robyn Gordon, Chi-Ming Lee, Shantaram Pai, Robert Romero, Dave Sagerser, and Lizalyn Smith.

FY07 Accomplishments:

1. Collected and reviewed the various cultural survey data from both internal and external sources, i.e., Tukufu model, Eaton Corporation, Office of Personnel Management (OPM) Human Capital, and the Headquarters (HQ) History Office.
2. Recommended to the Diversity Council that the OPM Human Capital Survey be used as the baseline or approach for FY08.
3. Reviewed the Equal Employment Opportunity (EEO), Human Resources (HR), and Education Metrics from FY05 and determined the need for collection of new data as a result of the reorganization, the new governance structure, and the Center's emphasis on Space Exploration. These organizations have developed new metrics that are not presented at Center management information meetings.
4. Held one-on-one meetings with the Director of Strategic Management, and confirmed that the current Center's governance structure meets the diversity metrics (organizationally and demographically) for the following:

Strategic Management Council (SMC)
 Operations Management Council (OMC)
 Engineering Management Council (EMC)
 Project Review Council (PRC)
 Research Review Council (RRC)

FY08 Goals:

- 1) **Develop a standard method to gather and report Diversity/Inclusion measurement information to establish metrics and gaps.**

Objectives:

- Assess and recommend enhancements of the existing EEO, HR, and Education metrics.
- Collect additional data to reflect the reorganization.

2) Recommend the best approach through metrics to encourage all employees' participation in achieving the Center's diversity goals.

Objective:

- Review and recommend new guidelines for performance plans, awards, career development/training programs and promotion processes.

3) Develop exit (end goals) criteria for each metric and gap.

Objective:

- Evaluate results of OPM Human Capital Survey with focus on the Center Diversity Goals.

Communications Subcommittee

Activity Report

Communications Subcommittee

Members: Anita Alexander, Kelly DiFrancesco, Lancert Foster, Kaprice Harris, Luz Jeziorowski, Lori Pietravoia, and Bill Wessel

FY07 Accomplishments:

1. Aerospace Frontiers
 - a. July 2007 – GRC named “Best in Class” for overall achievement in diversity
 - b. June 2007 – Article entitled “Emphasize Benefits of Diversity”
 - c. June 2007 – Straight from the Director - “Why Diversity Matters”
 - d. May 2007 – Article highlighting “Lunchtime Gathering for Diversity Exchange”
2. Director's Leadership Team (DLT) Communications - the DMC Chairperson updated the DLT several times throughout FY07.
3. Today@Glenn - Promoted Diversity SkillSoft Curriculum in several postings throughout January 2007.
4. Road Show
 - a. Developed and updated the Road Show.

- b. Presented the Road Show by request to the IEMP Change Agent Program in June 2007.
 - c. Presented the Road Show to Dr. Whitlow in October 2007 and received approval for Center-wide presentations.
 - d. Worked with the Education subcommittee team to prioritize and coordinate delivery of the Road Show to Center organizations.
5. Communications Planning - Drafted a communication plan for the Diversity SkillSoft program for the Education subcommittee.

FY08 Goals:

1) Communicate the GRC commitment to diversity as essential to the achievement of excellence in aeronautics and space exploration.

Objectives:

- Identify and communicate diversity-related success stories via Glenn's communication tools (i.e., Today@Glenn, AeroSpace Frontiers).
- Encourage participation in Center diversity award opportunities (i.e., NASA Glenn's annual Honor Awards program).
- Serve as a conduit for communicating information from the Education and Metrics subcommittees.

2) Recommend and plan activities that will help GRC employees value and embrace diversity.

Objectives:

- Present the Diversity Management Council Road Show (i.e., Directorate Meetings, Operations Management Council).
- Recommend/coordinate a NASA Glenn Diversity Ball.

Education Subcommittee

Activity Report

Education Subcommittee

Members: Robert Angus, Joseph Connolly, Mary Salvo, Vincent Satterwhite, Duane Schaft, Thomas Spicer, Vanessa Webbs

FY07 Accomplishments:

1. Evaluated SkillSoft diversity training courses.

2. Completed four diversity training courses.
3. Developed diversity curriculum for the following types of employees:
 - New Hires
 - Supervisors
 - Established Employees
 - Team and Branch Chiefs
4. Developed four Leadership Guide topics and facilitated four Center-wide Diversity Dialogue Sessions.
5. Scheduled the training course entitled, “Why Diversity Matters,” on the SATERN learning plans of all GRC employees.

FY08 Goals:

1) Benchmark companies that excel in diversity education opportunities/curriculum.

Objective:

- Identify and communicate lessons learned from benchmarking activities.

2) Recommend advanced SkillSoft online course for diversity dialogue requirements.

Objective:

- Encourage participation in Center diversity dialogue.

3) Encourage and monitor online diversity curriculum participant certification program.

Objective:

- Encourage development of, and 30% participation in, certification program.

Appendix A**NASA Glenn Research Center
Diversity Management Council****MISSION STATEMENT**

The Diversity Management Council recommends practices, programs, policies, and communications that support and demonstrate an inclusive environment that allows everyone to achieve their full career potential.

Appendix B

**NASA Glenn Research Center
Diversity Management Council**

CHARTER

A. Committee's Official Designation

The official designation of this committee is the "Diversity Management Council of the National Aeronautics and Space Administration (NASA) Glenn Research Center (GRC)."

B. Objective and Scope of Activities

NASA is an integral part of the Federal Government. As part of NASA, GRC should grow and continue to provide the services needed to create an open and inclusive workplace. The following serves as the responsibilities of this Council:

- Provide counsel and advice to senior management and the Diversity Management Office on issues (both short-term and long-term) and challenges related to diversity.
- Establish and review the procedures, practices, and activities that are in place to assure compliance and adherence to GRC's diversity policies.
- Provide input on the development and implementation of diversity management initiatives including:
 - o Improving understanding of cultural characteristics and differences within the workplace
 - o Performing organizational assessments
 - o Serving as change agents to improve the organizational culture
 - o Supporting leadership development in the area of diversity management and conflict prevention and resolution
- Ensure diversity is considered in strategic management initiatives, and ensure strategic planning is aligned with diversity management objectives, and support initiatives aimed at promoting diversity.
- Provide periodic reports to the GRC Center Director on diversity progress.
- To engage, via the Diversity Office and with approval from the GRC Center Director, outside consultants, as it deems necessary and appropriate, to implement its responsibilities under this Charter.

C. Time Necessary to Carry Out Purpose

There is no sunset clause; this Council will serve at the discretion of the GRC Center Director.

D. Official to Whom Council Reports

The Council reports to the GRC Center Director.

E. Organization Responsible for Providing Support

NASA GRC will provide the facilities and support staff necessary to conduct meetings of the Council. Council members will use their home organization charge codes for Diversity Management Council activities.

F. Estimated Annual Operating Costs

Annual operating costs associated with supporting the Council functions will be estimated at the beginning of the each fiscal year and included in the Diversity Management Office budget.

G. Estimated Number and Frequency of Meetings

The Council shall initially meet monthly, and then move to a minimum of four times annually. The Council is authorized to facilitate its work, through subcommittees, which shall report their activities and recommendations to the Council as a whole. It is anticipated that after the initial startup, the work of subcommittees can be supplemented through telephone calls, e-mail correspondence, and e-mail discussion lists. Recommendations of subcommittees must be reported to the Council as a whole, and after approval will proceed and/or be reported to the GRC Center Director.

H. Charter Review

The Council will conduct an annual review of the Charter and via consensus will make any amendments to the charter.

I. Membership

The Diversity Management Council shall consist of no more than twenty individuals. Members of the Council shall be appointed by the GRC Center Director, in consultation with senior management involved in the Council, and the Diversity Management Officer. Members will be selected to balance the demographics of GRC, e.g., race, gender, work department, etc. Council members will serve a minimum of one 2-year term.

J. Chairperson

The GRC Center Director shall appoint the chairperson and deputy chairperson of the Council.

K. Sub-Committees

Members shall serve on Council subcommittees. Council membership will establish subcommittees, which may be augmented, on a limited basis, as needed. Subcommittee chairs will be elected by subcommittee members.

L. Meetings

Meetings shall be conducted in accordance with Roberts Rules of Order. Meeting records shall be kept in the Diversity Management Office.

- 1) How has diversity aided your organization's successes in 2007?
- 2) How can the Diversity Council help your organization?
- 3) How do/would you measure diversity effectiveness?

Appendix D

NASA Glenn Research Center Diversity Management Council

2006 BEST IN CLASS

The mission of the NASA John H. Glenn Research Center at Lewis Field is to work as a diverse team in partnership with government, industry, and academia to develop critical spaceflight systems and technologies to advance exploration of space, while maintaining leadership in aviation propulsion research. The Center pursues this mission led by a diverse senior staff of 23 professionals, 48 percent of whom are minority individuals. This percentage compares to 15 percent for the Commission's nonprofit/government members. These minority individuals hold senior positions in both the technical and administrative areas of the organization. Effective strategies include:

- ① Senior managers are directly involved in employee recruitment. They make recruitment visits across the country to sites that include minority universities and diversity events.
- ② For the past 13 years, the Center has hosted an annual Historically Black College and University/and Other Minority University Research Conference. Students and professors are invited to participate, and a career fair for students is held concurrently.
- ③ Senior staff are visible in their support of diversity and inclusion. The Center celebrates diversity events, and the event's welcome always includes senior staff participation and involvement by the Center Director.
- ④ The Center has a Diversity Management Council that is chaired by the Center's associate director. Each organization at the Center (branch, division, and directorate staff levels) has a bi-monthly diversity dialogue and provides input to the Center's diversity management officer. The Center recognizes managers and employees for their accomplishments, and the Glenn Research Center Diversity Leadership Award is included in the annual Honors & Awards Program.
- ⑤ Senior management identifies obstacles and implements recommended strategies on diversity through a coordinated, three-pronged approach: (1) an Equal Opportunity and Diversity management plan; (2) the Diversity and Equal Opportunity Office; and (3) the Diversity Council.
- ⑥ NASA Glenn's senior diversity officer reports directly to the Center director. As a member of the Director's Leadership Team, she is responsible for engaging all lines of business at the Center in embracing diversity as a part of their organizational culture.



SENIOR STAFF DIVERSITY NONPROFIT/GOVERNMENT



"NASA Glenn's leadership team actively supports diversity in all that we do, from recruiting new scientists and engineers for research and project management, to providing opportunities for leadership development, promotions, and awards. As a science and engineering organization committed to diversity, we have created an effective and diverse senior leadership team. Together, we reflect our workforce, our partners, and the nation we serve."

*Dr. Woodrow Whitlow, Jr., director,
NASA John H. Glenn Research Center
at Lewis Field*